



**Planning Partnership**

HAMILTON COUNTY

Regional Planning Commission

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# Organizational Strategy

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ADOPTED BY THE EXECUTIVE COMMITTEE ON NOVEMBER 29, 2001

(Initial adoption by the Executive Committee on September 26, 2001.

Includes revisions recommended by the Executive Committee on 10/25/01)

## ORGANIZATIONAL STRATEGY

*Never doubt that a small group of thoughtful committed people can change the world;  
Indeed it is the only thing that ever has.  
Margaret Mead*

### PLANNING PARTNERSHIP Jurisdiction Members and Representatives

Anderson Township	Ronald K. Edgerton Peggy Reis Dave Zaidain	Loveland City	Paulette Leeper Fred Enderle (alternate)
Blue Ash City	Lois McKnight	Mariemont Village	Thomas Ryther
Cincinnati City	Liz Blume Don Mooney Jim Tarbell	Miami Township	Bob Polewski
Cleves Village	Jeff Wullenweber	Milford City	Jeff Wright
Colerain Township	Manning Baxter Frank Birkenhauer	Montgomery City	Frank Davis Joanne Gerson
Columbia Township	Carl Fernandez	Norwood City	Susan Roschke
Deer Park City	David Collins	Sharonville City	Ted Mack Richard Osgood (alternate)
Delhi Township	Charlie Fehr Tom Stahlheber	Silverton City	Jeff Thein David Waltz (alternate)
Fairfax Village	Terry Timmers	Springdale City	Dick Huddleston Cecil Osborn
Forest Park City	Mr. Paul Brehm	Springfield Township	Mike Hinnenkamp Gwen McFarlin
Green Township	Adam Goetzman Paul Rattermann Thomas Strauss Chuck Mitchell (alternate)	Sycamore Township	Bob Schuler Tom Willingham
Greenhills Village	Dave Moore Tom Eberle (alternate)	Symmes Township	Kathy Wagner
Hamilton County Commissioners	John Dowlin Todd Portune Tom Neyer	Village of Indian Hill City	Michael Burns
Harrison Township	William Noes	Wyoming City	Terrance A. Vanderman

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**PLANNING PARTNERSHIP**

# **Mission**

To bring together public, private, and civic sector organizations engaged in community planning in Hamilton County so that mutual goals related to physical, economic and social issues can be planned for comprehensively and achieved collaboratively.

*If you don't know where you are going, you will wind up somewhere else.*  
Yogi Berra

## Introduction

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The Planning Partnership's Organizational Strategy is the culmination of an extensive planning process facilitated by the Organizational Strategy Committee. The charge of this Committee was to develop recommendations for a strategic plan for achieving the mission and goals of the Planning Partnership. The plan was to include a list of desired outcomes from Planning Partnership activities--outcomes that would serve the interests of Hamilton County communities, as well as key strategies and processes for achieving the desired outcomes. The Organizational Strategy Committee is pleased to present the recommendations in this document for consideration, refinement and implementation by Planning Partnership members.

In drafting a preliminary set of desirable outcomes of Planning Partnership activities, the Committee took as a basis the mission statement and purpose of the Planning Partnership as outlined in the Resolution of Cooperation (Appendix I). The committee also considered the guidance provided by the following documents:

- the environmental assessment of the Hamilton County Regional Planning Commission (Appendix G),
- the vision, mission and goals of the Hamilton County Regional Planning Commission (Appendix H),
- the purpose of existing Planning Partnership committees (Appendix I)
- the hopes identified by the HCRPC Reorganization Committee (Appendix K),
- the hopes and concerns identified by the Planning Partnership (Appendix L and M), and
- the community issues identified by the Planning Partnership (Appendix N).

From this strong base, the Committee was able to reach a consensus on ten outcomes that seem worthy of engaging the attention and time of the Planning Partnership over these crucial first years of its existence. In selecting these ten items, the Organizational Strategy Committee has taken great care to include recommendations that will further the purpose and mission of the Planning Partnership, that will benefit all member communities and that are feasible to accomplish over a reasonably short span of time. Additional outcome guidelines considered by the Committee, are included in Appendix C.

The second major activity of the Organizational Strategy Committee has been to reach agreement upon a number of action strategies that can be used by the Planning Partnership to achieve the desired outcomes. The Committee reviewed and used a variety of methods in developing these strategies. Documentation of the methodology and related guidelines is included in Appendices B, C, D, E and F.

In this Report, recommended action strategies have been grouped under four headings: 1) Partnerships and Forums; 2) Essential Data for Effective Decision Making, 3) Comprehensive and Collaborative Planning, and 4) Capacity Building for Planning Effectiveness. The four focus areas reflect the goals and strategic action areas recommended in the Strategic Plan for the Hamilton County Regional Planning Commission after evaluating how to improve the effectiveness of community planning in Hamilton County.

Each strategy recommended in the report has been evaluated in terms of the number of desired outcomes it is expected to promote. In addition, each strategy has been prioritized according to urgency and timing of implementation. It is important to note that the Committee considers each strategy to be important and worthy of implementation, however some clearly take precedence over others in terms of timing, opportunity and providing an essential basis for further activities and achievements of the Planning Partnership. In an effort to provide guidance and clarity the committee has begun to identify the desired characteristics of the output of each strategy. The requirements identified for each strategy are the essential specifications of the products or outputs. This list will require greater discussion and refinement by the committees as they begin to work on selected strategies.

Each strategy has been given a tentative timeline, and assigned a suggested lead committee or team to take responsibility for implementation. Some of the committees suggested do not yet exist, and it will be the role of the Executive Committee and members of the Planning Partnership to decide whether these committees should be launched and charged as recommended.

The plan will need to be updated to reflect required resources (including start-up, staffing and operating costs as well as member commitments) for initiatives that the Partnership selects for implementation.

Finally, the Appendices of this report contain a considerable amount of support documentation, including a summary outline of the process followed by the Committee in its deliberations.

The goal of this Committee and of the Planning Partnership is to succeed in achieving every outcome desired by the membership. This is an ambitious task, but it is a task that is worthy of the many talents gathered together in this Planning Partnership. This draft report is offered as one of many collaborative steps that will need to be taken along the path of achievement. The Organizational Strategy Committee invites and welcomes commentary, suggestions and ideas for improving the recommendations contained in this report.

# Definitions

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## A GLOSSARY OF TERMS TO GUIDE THE REVIEW AND DEVELOPMENT OF THE PLANNING PARTNERHSIP ORGANIZATIONAL STRATEGY

### VISION

The vision of our organization presents an image of what we aspire to be or become. The vision is the place we want to go to or the journey we want to take.

### MISSION

The mission of our organization identifies how we are going to do business in order to fulfill the vision. The mission is the means for traveling. The mission generally defines the customer, the customer's needs, the organization's values in meeting customer needs, and what makes the organization special in meeting customer needs.

### DESIRED OUTCOMES / GOALS

Desired outcomes or goals are the specific results, benefits and changes for stakeholders (including the organization and the county) that will be recognized if we accomplish the goal. Desired Outcomes should be specific, so that the organization can assess achievement. Outcomes are influenced by a program's outputs. Outcomes may relate to behavior, skills, knowledge, attitudes, values, condition, or other attributes. Outcomes are what participants know, think, or can do; or how they behave; or what their condition is, that is different following the program.

### OUTCOME INDICATORS

Outcome indicators are specific items of data that are tracked to measure how well a program is achieving an outcome. An outcome indicator includes: (1) the specific observable, measurable characteristic or change that will represent achievement of the outcome; and (2) the specific statistics (e.g., number and percent attaining outcome) the program will calculate to summarize its level of achievement.

### ACTION STRATEGIES / TASKS

Action strategies or tasks are alternative actions or programs that can achieve desired outcomes.

### COMMITTEE OUTPUTS

Committee outputs are the accomplishments, products and services (not the committee activities needed to accomplish them), that individuals or teams are expected to deliver. Outputs are the direct products of program activities. Outputs have little inherent value in themselves but are important because they lead to a desired benefit for participants.

### COMMITTEE OUTPUT REQUIREMENTS

Output requirements are the desired characteristics of the output of the strategy -- in quantitative or qualitative form (i.e., expectations or needs related to quantities, deadlines, cost parameters, participation or other specifications or standards)

### COMMITTEE OBJECTIVES



Committee objectives are agreements between the Planning Partnership and a particular committee. Objectives may also require an agreement with other collaborating partners. Objectives define exactly what a committee or project team is going to achieve and when the project will be accomplished.

#### COMMITTEE ACTIVITIES

Committee activities are the implementation methods, means or techniques that might be used to meet the Strategy Requirements. Activities are what the program or initiative does with the inputs to fulfill its mission. How each task is to be accomplished (i.e., the activities and means for implementing committee objectives) is the responsibility and privilege of the committee and persons executing that task.

#### COMMITTEE INPUTS

Committee inputs are the resources dedicated to or consumed by the committee's activities or programs (e.g., money, staff, staff time, volunteers and time, facilities, equipment, and supplies). Inputs may also be constraints on the program such as laws or regulations.

*If at first the idea is not absurd, then there is no hope for it."*  
*Albert Einstein*

## **Desired Outcomes / Goals**

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All governments and planning commissions in Hamilton County:

1. Work together effectively (in and adjacent to Hamilton County) to resolve issues related to growth management, land use, green space, transportation, housing, public services, utilities, and other cross-jurisdictional issues.
  2. Effectively communicate between planning commissions and planning officials at all levels and forms of government and between public, private and civic sector stakeholders.
  3. Build consensus on a unified, comprehensive community vision for Hamilton County.
  4. Create and implement local and countywide plans through continuous and collaborative planning relationships with planning partners in the public, private and civic sectors.
  5. Plan for and achieve efficient use of our physical (i.e., natural and built), economic and social resources and assets.
  6. Determine, achieve and sustain local goals and plans within a regional framework.
  7. Use local authority, and government closest to the people, to create and implement community based solutions to local problems.
  8. Make informed decisions through consideration of local and countywide comprehensive plans.
  9. Use a countywide information system (database) to support the comprehensive planning needs of local and county government.
  10. Leverage their collaborative power to improve funding and policy change at all levels of government.
-

*Do not go where the path may lead,  
go instead where there is no path and leave a trail.*  
Ralph Waldo Emerson

## Action Strategies and Requirements

### Definition of Priorities:

Priority A = Must do

- Important and urgent.
- Significantly contributes to the achievement of our previous commitments including contractual relationships.

Priority B = Should do

- Important but not urgent
- Significantly contributes to the achievement of the Planning Partnership's mission or desired outcomes.

Priority C = Could do

- Less important at this point in time, but contributes to achievement of the Planning Partnership's mission or desired outcomes

<b>ACTION STRATEGIES / TASKS</b> <small>(An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)</small>	<b>Schedule &amp; Priority</b>			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>1. Partnerships and Forums</b>				
<b>Action Strategy 1.1</b>  Expand the Planning Partnership to include all political jurisdictions in Hamilton County and civic and private sector organizations, as well as communities adjacent to Hamilton County, as affiliates of the Planning Partnership.  Requirements: 1. Involve nonmember jurisdictions within Hamilton County in identifying needs and in engagement in Planning Partnership events and initiatives. 2. Involve First Suburbs Consortium in clarifying roles and opportunities for collaboration. 3. Involve potential key affiliates in identifying ways to increase awareness and understanding of Planning Partnership mission. 4. Increase involvement of representatives in outreach tasks. 5. Complete membership initiatives to assure maximum participation and support for countywide vision. 6. Involve political jurisdictions from adjacent counties in identifying common needs, problems and solutions.		A	A	1,3,4,5,6,7,8,10

**ORGANIZATIONAL STRATEGY**

<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	<b>Schedule &amp; Priority</b>			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
7. Obtain annual grants to offset cost of Planning Partnership fees for qualified Jurisdiction members. 8. Involve newly elected officials in a presentation regarding the Planning Partnership after each annual election.  <b>Leader/Facilitator:</b> <i>Membership Committee</i>  <b>Resources Required:</b> \$  <b>Status:</b> Initiated				

<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	Schedule & Priority			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 1.2</b> Form alliances to leverage the effectiveness of the Planning Partnership.  Requirements: 1. Form alliances based on the goals being identified in Community COMPASS. 2. Form strategic partnerships based on the Planning Partnership's Strategic Plan. 3. Form strategic partnerships based on goals that we share with other associations (e.g., OKI, Metropolitan Growth Alliance, Citizens for Civic Renewal, etc.)  <b>Leader/Facilitator:</b> <i>Executive Committee</i>  Resources Required: \$  Status: Ongoing	A	A	A	1,2,4,5,6, 10
<b>Action Strategy 1.3</b> Survey Planning partners to assess effectiveness of the Planning Partnership and its initiatives (e.g., communications, progress in attaining goals, etc.)  Requirements: 1. Surveys and communications must assess effectiveness. 2. Survey questions are based upon the Planning Partnership mission and desired outcomes. 3. Survey of Planning Partnership members is distributed annually. 4. Communication is designed to identify areas of potential improvement of the Planning Partnership organization. 5. Survey results are reviewed annually by the Planning Partnership Executive Committee. 6. Annual review of survey results is linked to the annual review of the Organizational Strategy. 7. Survey is completed prior to the annual meeting. 8. Survey will be designed to identify common needs and problems of member jurisdictions.  <b>Leader/Facilitator:</b> <i>Executive Committee</i>  Resources Required: \$  Status:		B	B	1,2,6

## ORGANIZATIONAL STRATEGY

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	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 1.4</b> Hold various types of public forums on topics of common interest to Planning Partnership members.  Requirements: 1. The common interests of Planning Partnership members are identified through the annual survey. 2. Types of public forums are prioritized based upon criteria approved by the Planning Partnership Executive Committee. 3. Planning Partnership forums are based upon identified interests. 4. The annual meeting of the Planning Partnership is conducted in March/April and may include a major speaker, panel and/or presentation. 5. Publicize the public forums with press-releases and hold periodic press conferences. 6. Programs strive to result in strategic initiatives  <b>Leader/Facilitator:</b> <i>Program Committee, Marketing Committee, Executive Committee</i>  Resources Required: \$  Status: Initiated	B	B	B	1,2,3,5,6,10
<b>2. Essential Data for Effective Decision Making</b>				
<b>Action Strategy 2.1</b> Initiate a listserv/email group  Requirements: 1. The listserv shall provide a link to public sector planning commissions, planning committees and other organizations. 2. These electronic links enables the exchange of ideas and information about community planning and collaboration in Hamilton County. 3. The listserv supports those local, county and regional planning initiatives which have common goals with the Planning Partnership. 4. New information about the activities, meetings, progress, and concerns of the Planning Partnership is distributed at least weekly. 5. The listserv shall distribute the Planning Partnership "Update" newsletter 6. The listserv is not a replacement form of communication for significant notifications, statements and publicity. 7. The listserv is used to announce newsletter updates on the website. 8. Each jurisdiction is guaranteed a subscription to the listserv, not based upon membership.	A	A	A	1,2,3,4,5,6,7,8,10

<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	<b>Schedule &amp; Priority</b>			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
9. The listserv is known as the PlanningPartnerNet, initiated in 2001.  <b>Leader/Facilitator:</b> <i>Planning Services Committee / Marketing Committee</i>  Resources Required: \$  Status: Initiated				
<b>Action Strategy 2.2</b> Develop an internet website.  Requirements: <ol style="list-style-type: none"> <li>includes a database for common issues</li> <li>shares information on activity and status of local and county plans with links to other sites.</li> <li>Integrated with existing websites for Community COMPASS and HCRPC</li> <li>Shares information on activity and status of Planning Partnership initiatives</li> <li>Accessible with search for Planning Partnership</li> <li>Dual access levels will be maintained for members and nonmembers.</li> <li>Archives the Planning Partnership "Update" Newsletters</li> </ol> <b>Leader/Facilitator:</b> <i>Planning Services Committee / Marketing Committee</i>  Resources Required: \$  Status: Initiated		A	A	1,2,3,4,5,6,7,8,9

**ORGANIZATIONAL STRATEGY**

<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	<b>Schedule &amp; Priority</b>			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 2.3</b> Support the provision of CAGIS (Cincinnati Area Geographic Information System) as a tool to enable access to data and improved decision-making for all local governments and planning departments.  Requirements: 1. Initiatives should result in increased awareness of availability of CAGIS and usefulness to local governments  <b>Leader/Facilitator:</b> <i>Planning Services Committee</i>  Resources Required: \$  Status:		A	A	1,4,5,6,7,8,9
<b>Action Strategy 2.4</b> Inventory and maintain a databank of community assets and indicators and trends in performance.  Requirements: 1. Measures changes in physical (i.e., natural and built), economic and social resources (renewable and non-renewable) 2. Aligned with Sustainable Cincinnati project 3. Aligned with HCRPC/Cincinnati Benchmarks for Progress project. 4. Aligned with HCRPC Decision Support Manuals 5. High utility for government decision makers 6. Based on issues areas identified in Community COMPASS 7. Updated at least every two years 8. Accessible to members through Planning Partnership website.  <b>Leader/Facilitator:</b> <i>Planning Services Committee</i>  Resources Required: \$  Status:			B	1,4,5,6,9



<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	Schedule & Priority			Desired Outcomes Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 2.5</b> Develop centralized library of plans and planning documents  Requirements: 1. Accessible by all Planning partnership members 2. Contains databases for plans, templates for planning processes, funding opportunities, grant-making organizations 3. Identify sources for local plans (e.g., OKI) 4. Develop a goal-setting framework or template for Hamilton County communities to create, update and share local and regional goals. 5. Demonstrate use of goal setting tools and techniques  <b>Leader/Facilitator:</b> <i>Planning Services Committee</i>  Resources Required: \$  Status: Initiated			B	1,2,4,5,6,7,8,9
<b>3. Comprehensive and Collaborative Planning</b>				
<b>Action Strategy 3.1</b> Identify a county-wide vision and communicate the vision repeatedly.  Requirements: 1. County-wide visioning process is completed by February 2001. 2. County-wide visioning process is endorsed by the Planning Partnership. 3. The process is inclusive. 4. The vision is publicized repetitiously. 5. The process includes extensive and continuous communication  <b>Leader/Facilitator:</b> <i>Community COMPASS Steering Team, Marketing Committee</i>  Resources Required: \$  Status: Initiated	A			1,2,3,4,5,6,7,8,10
<b>Action Strategy 3.2</b> Establish a common glossary of planning terms for Hamilton County.  Requirements: 1. Broad acceptance and usage is encouraged by collaboration with Citizens for Civic	A			1,2,4,5,6,9

## ORGANIZATIONAL STRATEGY

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	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
Renewal, Cincinnati, and other affiliates. 2. Diverse sources of existing terminology are used to develop the glossary. 3. Glossary is reviewed periodically by inspecting the usage in all communications.  <b>Leader/Facilitator:</b> <i>Planning Services Committee</i>  Resources Required: \$  Status:				
<b>Action Strategy 3.3</b> Identify critical areas requiring collaboration in cross-jurisdictional issues and develop strategies to address them.  Requirements: 1. Critical areas for collaboration are identified as soon as possible. 2. Collaboration and cooperation in comprehensive planning is ongoing. 3. Broad involvement by members 4. Critical areas requiring collaboration are based on the annual survey and Community COMPASS findings.  <b>Leader/Facilitator:</b> Program Committee / COMPASS Action Teams  Resources Required: \$  Status: Initiated	A			1,3,4,5,6,8,9,10
<b>Action Strategy 3.4</b> Create a county-wide comprehensive Planning Process and Plan (Community COMPASS – Comprehensive Master Plan and Strategies for Hamilton County).  Requirements: 1. Results in a collective shared vision identifying mutual goals (at all levels of government) related to physical (i.e., natural and built), economic, and social issues 2. Results in decision-making (by Hamilton County and other organizations) that considers a shared county-wide vision 3. Results in recognition of, and planning for, the cumulative and secondary impacts of individual decisions 4. Results in acceptance and implementation of the plan and strategies 5. Results in comprehensive planning and collaborative implementation. 6. Results in goals and objectives for cross-cutting issues (Does not result in detailed plans for the fifteen foundation report components) 7. Does not result in a detailed land use plan	A	A	A	1,3,4,5,6,7,8



<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	<b>Schedule &amp; Priority</b>			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
8. Results in products useful to local jurisdictions and user-friendly 9. Results in a process for continual review, amendment, and implementation. 10. Results in a more unified and effective voice for improving policy and obtaining funding 11. Results in a framework to guide future planning in the county. 12. Results in process and products being supported by public, private and civic sector stakeholders and grassroots organizations 13. Results in better coordination among plans and programs at the local level of government and at different levels of government. 14. Results in visible short and long-range results 15. Results in recognition of need for COMPASS 16. Results in identification of critical inconsistencies and conflicts between existing plans 17. Results in identification of linkages between planning components. 18. Results in identification of, and commitment to resolve, important issues 19. Results in original research where needed and identification and use of existing research 20. Results in strategies that can be implemented by partners 21. Results in public support for process and plan 22. Results in recognition of the interconnectedness of urban, suburban and rural issues 23. Results in buy-in from stakeholders 24. Results in strategies for achieving mutual goals such as: Reversal of population loss and decline of older suburbs Orderly extension of urban infrastructure Enhancement of quality of life and vitality of our communities Protection and enhancement of the natural environment Strengthening of the unique character of each jurisdiction Economic competitiveness of Hamilton County.				
<b>Leader/Facilitator:</b> <i>Community COMPASS Steering Team</i>  Resources Required: \$  Status: Initiated				
<b>Action Strategy 3.5</b> Support the redevelopment of older communities.  Requirements 1. Focus on use of excess infrastructure 2. Based on study of infrastructure maintenance needs and project costs 3. Based on review and inventory of reclamation potential in county jurisdictions (e.g., brownfields)		A	A	1,2,3,4,5,6, 7,8,9

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<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	Schedule & Priority			<b>Desired Outcomes</b> Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
4. Alliance with First Suburbs Consortium, HC Development Company, and others  <b>Leader/Facilitator:</b> <i>Grayfields Redevelopment Committee</i>  Resources Required: \$  Status:				
<b>Action Strategy 3.6</b> Identify regional trends and the impact on local entities.  Requirements 1. Monitor and publicize annually. 2. Collaboration with organizations such as Sustainable Cincinnati: A Regional Indicators Project.  <b>Leader/Facilitator:</b> : <i>Community COMPASS Steering Team / Planning Services Committee / Marketing Committee</i>  Resources Required: \$  Status:		B	B	1,3,4,5,6,7, 8
<b>Action Strategy 3.7</b> Develop strategies to actively promote the County's assets  Requirements 1. Focus on asset based community development techniques 2. Recognizes all assets – built/financial, human/social, natural/environmental 3. Collaboration with organizations such as Greater Cincinnati Chamber of Commerce, H.C. Development Company; H.C. Community Development Department; First Suburbs Consortium, etc.  <b>Leader/Facilitator:</b> <i>Hamilton County Promotion Committee, COMPASS Action Teams</i>  Resources Required: \$  Status:			C	1,3,4,5,6,7, 8

ACTION STRATEGIES / TASKS  (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	Schedule & Priority			Desired Outcomes Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
4. Capacity Building				
<b>Action Strategy 4.1</b> Develop funding strategy.  Requirements: 1. includes grants and membership fees 2. Obtain funds to maintain planning Partnership activities and initiatives (e.g., create and maintain a database; website; training, software, hardware, etc) 3. Leverage existing funding 4. Corporate sponsorships of \$50,000 for special events -- primarily the Countywide Town Meeting on 1/12/02. 5. Foundation grants of \$75,000 to (approximately matching partnership contributions) to support priority research and consultant contracts. 6. 2001 focus on Countywide Town Meeting 7. develop guidelines/criteria to identify potential contributors 8. develop funding source database  <b>Leader/Facilitator:</b> <i>Funding Strategy Committee</i>  Resources Required: \$  Status: Initiated	A	A	A	2,4,5,6,9,10
<b>Action Strategy 4.2</b> Form a government relations task force for lobbying and informing elected officials of Hamilton County's priorities.  Requirements: 1. Continue the work initiated by the Program Committee's workshops on Capital Improvement Priority Setting. 2. Involvement of public, private and civic sector stakeholders. 3. Maintain list of legislators and key appointed officials 4. Inform elected officials at all levels.  <b>Leader/Facilitator:</b> <i>Legislative Committee / Marketing Committee / CIP Methodology Steering Team</i>  Resources Required: \$  Status:	A	A	A	2,4,5,6,10

**ORGANIZATIONAL STRATEGY**

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	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 4.3</b> Develop local and state incentives and motivators to promote participation, planning and goal setting.  Requirements: 1. Solicit input from Planning Partnership members regarding Capital Improvement needs 2. Solicit input from Planning Partnership members regarding legislative needs.  <b>Leader/Facilitator:</b> <i>Legislative Committee</i>  Resources Required: \$  Status:		A	A	1,3,4,5,6,7,8,10
<b>Action Strategy 4.4</b> Convene Hamilton County's OKI representatives to present a united voice.  Requirements: 1. Recommendations based on countywide vision being identified in Community COMPASS and on Capital Improvement Priorities (after adoption by the Planning Partnership) 2. Meetings timed to be effective at OKI Executive Committee meetings and Trustee meetings  <b>Leader/Facilitator:</b> <i>Regional Coordination Committee</i>  Resources Required: \$  Status:		A	A	1,2,3,5,10

<b>ACTION STRATEGIES / TASKS</b> (An "A, B OR C" appearing in more than one column signifies that the Action Step is to be continued)	Schedule & Priority			Desired Outcomes Supported by Each Action Strategy (per Part I)
	Immediate (1-6 mos.)	Within 12 mos.	Within 3 years	
<b>Action Strategy 4.5</b> Create seminars for Planning Commissions to build capacity to plan – long-range and short-range.  Requirements: 1. Create and maintain database of customer base 2. Develop marketing plan to promote Training Seminars 3. Survey planning commissioners, political jurisdiction administrators and elected officials for current topics 4. Design Curriculum appropriate to the needs of planning commissioners 5. Develop training material and handbooks for commissioners 6. Hire a graduate assistant/intern for continued staff support 7. Develop and maintain a "Question & Answer" website for online support to participants to the training 8. Periodically survey training participants to track impact of training in their jobs  <b>Leader/Facilitator:</b> <i>Training Curriculum Committee / Marketing Committee</i>  Resources Required: \$  Status: Initiated	A	A	A	1,4,5,6,7,8,9
<b>Action Strategy 4.6</b> Create a resource center for problem-solving and conflict resolution.  Requirements: 1. Provide sources of tools, training and services (e.g., mediation, negotiation) 2. Initiate forums to encourage discussions of cross jurisdictional and multi-jurisdictional problems and opportunities of interest to our members and affiliates.  <b>Leader/Facilitator:</b> <i>Planning Services Committee</i>  Resources Required: \$  Status:			C	1,2,3,4,5,6,10

**ORGANIZATIONAL STRATEGY**



# Committee Structure

The purposes of the committees shall be to gather information, provide forums for the exchange of information and ideas, to carry out directives, and to make recommendations to the Executive Committee and the Planning Partnership related to achieving the mission and goals of the Planning Partnership

## EXISTING COMMITTEES

(Established in the Bylaws of the Planning Partnership)

### Executive Committee

The function of the Executive Committee shall be to

- Review and dispose of routine administrative matters not warranting full membership attention.
- Assist the officers in developing and initiating activities to achieve the mission and goals of the Planning Partnership.
- Assist the officers in coordinating committee activities.
- Perform any other functions delegated to it by the Planning Partnership.
- Coordinate regular meetings of the Planning Partnership

Status: Established on 1/12/01

Regular meeting is on the 4<sup>th</sup> Thursday of each Month from 9 a.m. to 11 a.m.

### Nominating Committee

The function of the Nominating Committee shall be to study the leadership requirements and needs of the organization and select nominees who have the experience and qualities that meet the needs of the Planning Partnership

Status: Established on 4/12/01

Generally meets at the beginning of each year.

### Membership / Outreach Committee

The function of the Membership / Outreach Committee shall be to develop and implement strategies for expanding and retaining membership to include all jurisdictions in Hamilton County and to include other public, private and civic sector organizations engaged in planning in or adjacent to Hamilton County.

Status: Established on 4/12/01

Generally meets monthly.

### Organizational Strategy Committee

The function of the Organizational Strategy Committee shall be to develop the strategic plan for achieving the mission and goals of the Planning Partnership.

Status: Established on 4/12/01

Generally meets monthly

### Governance / Bylaws Committee

The function of the Governance/By-Laws Committee shall be to draft rules and procedures necessary for the proper conduct of the affairs of the Planning Partnership.

Status: Established on 4/12/01  
Meets as needed.

#### **Program Committee**

The function of the Program Committee shall be to develop special programs to meet the needs of Jurisdiction Members.

Status: Established on 4/12/01  
Generally meets monthly

### **EXISTING AD HOC PROJECT AND STEERING TEAMS**

(Not established in the Bylaws of the Planning Partnership)

#### **Community COMPASS Steering Team**

The function of the Community COMPASS Steering Team shall be to create and oversee the production of a countywide comprehensive Planning Process and Plan (Community COMPASS: Comprehensive Master Plan and Strategies) that identifies regional trends and their impacts on local entities, develops a shared vision for the county, and creates an action plan to address key issues facing the county.

Status: Established on 4/12/01  
Generally meets monthly until end of project

#### **COMPASS Action Teams**

The function of COMPASS Action Teams is to study specific issues and ideas related to goals identified in the community visioning process, to develop alternative choices, and to make recommendations to the Steering Team.

Status: To be established in February, 2002

#### **Fiscal Analysis Steering Team**

The function of the Fiscal Analysis Steering Team is to oversee the design and implementation of a study of the "Cost of Government Services". The committee will also provide direction and insight in the interpretation of the fiscal and service level data gathered from municipalities and townships in Hamilton County. The study will evaluate revenue and expenditure trends, revenue source stability and intergovernmental financial relationships within the County. The Committee will assist in developing information that is particularly useful to local jurisdictions in meeting increased economic vitality and financial budgeting challenges.

Status: Established on 8/28/01  
Meets as needed until end of project

#### **Training Curriculum Steering Team**

The function of the Training Curriculum Steering Team is to create and oversee a program of capacity-building training seminars for members of Planning Commissions throughout the region, including the development of a curriculum, training materials and handbooks for the program; creation and maintenance of an interactive website for training participants; conducting follow-up surveys to evaluate the success of training programs and promoting the availability of the program to jurisdictions.

Status: Established on 10/18/01.  
Meets as needed until end of project

### **Capital Improvement Priorities Steering Team**

The function of the Capital Improvement Priorities Steering Team is to develop consensus on a process for improving the efficiency and effectiveness of Hamilton County communities in competing for regional, state and federal funds.

Status: Established on 11/9/01.

## **PROPOSED COMMITTEES**

(Not yet established in the Bylaws of the Planning Partnership – Recommended by the Organizational Strategy Committee)

### **Funding Strategy Committee**

The function of the Funding Strategy Committee shall be to develop funding strategies to maintain and support activities and initiatives of the Planning Partnership. The activities of the Funding Strategy Committee shall include the development of guidelines for identifying potential supporters, development of a funding source database, obtaining corporate sponsorships, leveraging existing funding and obtaining grants and other resources.

Members of the Funding Strategy Committee should include persons with wide-ranging networks of contacts in the non-profit, Foundation, business and Government arenas.

Status: Not yet established

### **Planning Services Committee**

The function of the Planning Services Committee shall be to gather and organize essential data to promote information sharing across jurisdictional boundaries. Some of the action strategies supported by the planning services committee include developing an Internet website, a databank of community assets, and a centralized library of planning documents. Other action strategies supported by this committee include identifying regional trends, creating seminars for planning commissioners, initiating a listserv, establishing a common glossary of planning terms, and supporting the provision of CAGIS.

Members of the Planning Services Committee should include members of local planning commissions, planning and development directors and others interested in improving the and quality of planning in their community.

Status: Not yet established

### **Hamilton County Promotion Committee**

The function of the Hamilton County Promotion Committee shall be to develop strategies to actively promote the County's assets, focusing on asset-based community development techniques and establishing Hamilton County name and asset recognition at the national, state and regional levels. This committee shall attempt by every means to work in collaboration and cooperation with organizations such as the HC Development Company, HC Community Development Department; First Suburbs Consortium, Greater Cincinnati Chamber of Commerce, the Metropolitan Growth Alliance and the Greater Cincinnati Convention and Visitors Bureau, as well as the media.

Members of the Hamilton County Promotion Committee should include persons with community and economic development experience and interest, as well as persons with media and public relations skills.

Status: Not yet established

### **Grayfields Redevelopment Committee**

The function of the Grayfields Redevelopment Committee is to support the redevelopment of and reinvestment in older communities. This Committee will explore trends that are occurring in Hamilton County's older or inner-ring suburbs, identify common problems as well as assets and challenges, and promote the development of policy approaches and working alliances. The Committee will identify and track key social and economic indicators to increase understanding of the context in which grayfield communities operate and report on our extent of progress.

Members of the Grayfields Redevelopment Committee should be persons who have development or redevelopment expertise, and those who represent "first suburb" communities that exist in our urban county.

Status: Not yet established

### **Legislative Committee**

The function of the Legislative Committee is to lobby and inform elected officials at State and local levels, and to develop incentives and motivators to promote planning and goal-setting. The Legislative Committee will also focus on and participate in the Capital Improvement Priority Setting process, and promote the needs of Hamilton County to the Legislature.

Members of the Legislative Committee should be politically astute individuals who are knowledgeable about the functioning of local and state governments.

Status: Not yet established

### **Regional Coordination Committee**

The function of the Regional Coordination Committee is to present a unified voice for Hamilton County's priorities in terms of policy and funding by convening Hamilton County's OKI representatives (Ohio-Kentucky-Indiana Council of Governments). The Regional Coordination Committee will enable increased involvement in OKI's meetings, work programs and funding allocation process.

Members of the Regional Coordination Committee should include but not be limited to OKI representatives who reside in Hamilton County as well as individuals who are active in such organizations as the H.C. Township Association and the H.C. Municipal League.

Status: Not yet established

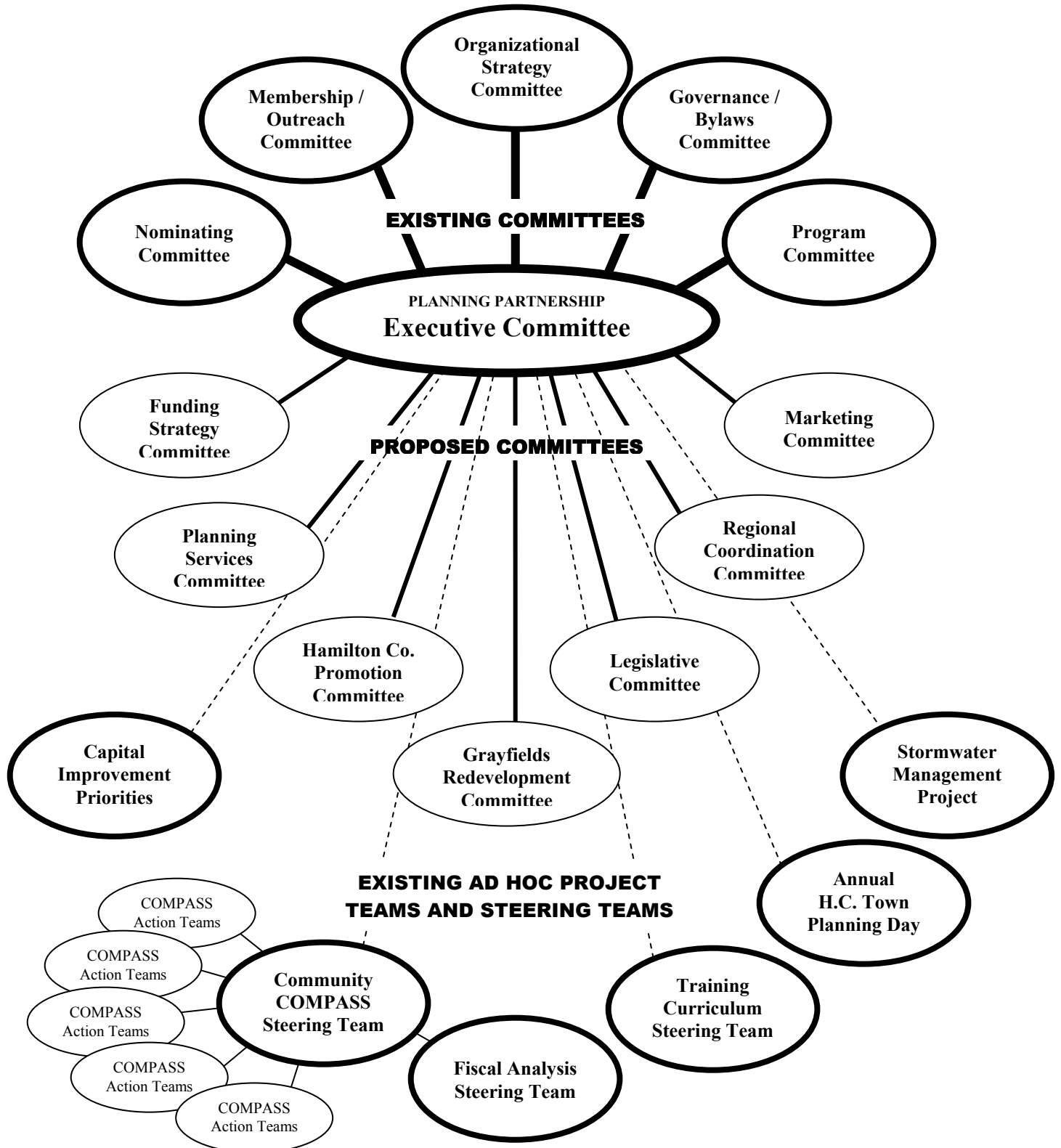
### **Marketing Committee**

The function of the Marketing Committee shall be to improve communication to the Planning Partnership and the community at large; increase awareness of the mission, goals, initiatives and progress of the Planning Partnership and all of its committees and project teams, and provide expert support for marketing needs of the various committees of the Planning Partnership.

Members of the Marketing Committee should include persons with marketing experience and interest, as well as persons with media and public relations skills.

Status: Not yet established

# Committee Structure





# Appendices

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## APPENDIX A

# Organizational Strategy Committee (2001)

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Committee Members	Jurisdiction Members
Paulette Leeper Chairperson	City of Loveland
Charles Fehr Vice-Chairperson	Delhi Township
Tom Ryther Vice-Chairperson	Village of Mariemont
Manning Baxter	Colerain Township
Liz Blume	City of Cincinnati
Mel Martin	Hamilton County Regional Planning Commission
Gwen Mcfarlin	Springfield Township
Bob Polewski	Miami Township
Don Speir	City of Forest Park
<b>Staff</b>	
Ron Miller	Executive Director, HCRPC
Christine Nolan	Senior Planner, HCRPC

## APPENDIX B

# Committee Meetings (Brief Summary)

(A complete Record of Proceedings is available at HCRPC)

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<b>December 6, 2000:</b>	Preliminary meeting to establish the Committee
<b>January 5, 2001:</b>	The Committee reviewed 8 strategic planning process tools, selecting one (Appendix C) as a preliminary step. The Committee reviewed the Mission Statement and purpose of the Planning Partnership as outlined in pages 9-10 in the <u>Resolution of Cooperation</u> , as a basis for identifying outcomes and first tasks in a strategic organizational plan for the Planning Partnership.
<b>January 12, 2001:</b>	The Committee agreed to categorize activities outlined in the <u>Resolution of Cooperation</u> under Purpose, (a) through (m), as either Tasks or Outcomes. Committee decided upon the incorporation of parts of the Mission and Vision statements from the <u>Resolution of Cooperation</u> into statement of Desired Outcomes .
<b>January 30, 2001:</b>	The Committee constructed a preliminary list of 12 “Desired Outcomes” from the activities of the Planning Partnership. Desired Outcomes were aligned with the Mission of the Planning Partnership
<b>February 6, 2001:</b>	The Committee achieved consensus on a working version of the Desired Outcomes list (resulting in 11 outcomes), and conducted a brainstorming exercise to identify tasks associated with the Desired Outcomes. Tasks associated with Outcomes 1 and 2 were identified.
<b>February 20, 2001:</b>	The Committee continued the process of brainstorming to identify tasks. Tasks were established for Outcomes 3 through 7.
<b>March 6, 2001:</b>	The Committee continued the process of brainstorming to identify tasks. Tasks were established for Outcomes 8, 9, 10, and 11.
<b>March 22, 2001:</b>	The Committee made a presentation on its work-in-progress to the general meeting of the Planning Partnership. The list of Desired Outcomes was adopted by the membership. The draft of the major future initiatives of the Planning Partnership (Tasks) was received by the members.
<b>March 27, 2001:</b>	The Committee met to debrief on the Planning Partnership general meeting, and to follow up on suggestions that were made.
<b>April 17, 2001:</b>	The Committee reviewed and revised the list of tasks and strategies for achieving the Desired Outcomes. The Committee received a report from the Program Committee regarding priority topics to be presented as part of the membership programs of the Planning Partnership. It was agreed that the two committees should to some extent coordinate their findings and decisions.
<b>May 1, 2001:</b>	The Committee re-ordered and consolidated the list of Desired Outcomes, resulting in a final list of 10 desired outcomes. The Committee referred the list of tasks to staff, for a preliminary process of consolidation.

**May 29, 2001:** The Committee reviewed the tasks formulated by Staff from the brainstorming exercises. A silent Affinity Diagram process was used to create consensus on groupings of tasks. For each grouping, a summary label was agreed upon that captured the central theme of each grouping.

**June 19, 200:** The committee selected a method for prioritizing the tasks, and agreed to use the “ABC” method (as follows) with the understanding that the time period would be one year.

**Definition of Outcome Priorities:**

**Priority A = Must do**

- Important and urgent.
- Significantly contributes to the achievement of our previous commitments including contractual relationships.

**Priority B = Should do**

- Important but not urgent
- Significantly contributes to the achievement of the Planning Partnership’s mission or desired outcomes.

**Priority C = Could do**

- Less important at this point in time, but contributes to achievement of the Planning Partnership’s mission or desired outcomes

The committee reviewed the criteria established by the Program Committee for selecting initiatives:

- Results in financial benefits to most political jurisdictions.
- Results in tangible benefits to most political jurisdictions (cheaper, better, faster).
- Results in improved competitive advantage for Hamilton County.
- Results can be achieved quickly (within one year).
- Easy to get done (logistics/feasible)

**July 24, 2001:** The Committee completed a preliminary prioritization of major tasks and initiatives.

**August 23, 2001:** The Committee reviewed a draft format of prioritized tasks and initiatives, with assignment of responsibilities for implementation. The Committee discussed the necessity and desirability of recommending detailed timelines to the initiatives. The Committee agreed to have a draft report ready to bring to the Planning Partnership members at the earliest opportunity.

**September 4, 2001:** The Committee reviewed the general format and content of the working draft of its report to the Planning Partnership, and conducted a detailed review of the Action Strategy Requirements table adding several more items. The Committee also discussed the format of their presentation to the general meeting of the Planning Partnership on September 26<sup>th</sup>.

**September 10, 2001:** The Committee met to finalize the draft of the report to the Planning Partnership.

**September 26, 2001:** The Committee presented its recommendations to the Planning Partnership Executive Committee and other members of the Planning Partnership for discussion, modification and adoption. The Executive Committee adopted the Organizational Strategy as submitted and requested the Committee to reconvene to discuss all submitted comments and recommendations and to submit a recommended set of amendments for consideration at the next Executive Committee Meeting.

- October 4, 2001:** The committee reviewed a staff summary of amendments based on written comments and discussion at the Executive Committee meeting on 9/26/01 and recommended by various stakeholders.
- October 10, 2001:** The committee completed its review and recommendations related to all requested amendments.
- October 25, 2001:** The Committee presented its recommendations, related to amendments of the Organizational Strategy , to the Planning Partnership Executive Committee and other members of the Planning Partnership for discussion, modification and adoption.

## APPENDIX C

# Strategic Planning Process Concept

(Organizational Strategy Committee Meeting of 1/5/01)

	PHASE	FUNCTION	SCHEDULE
1.	MISSION	What's important? (goals)	
2.	OUTCOMES	Why? (desired effects)	
3.	GENERAL TASKS	What we ought to do? (strategies, outputs, requirements, resources and assessment measures)	
4.	COMMITTEE AGREEMENTS	Who can do this? (leader/facilitator/committees/members)	
5.	COMMITTEE WORK PROGRAMS	How and when? (implementation process, activities, means and techniques)	
6.	IMPLEMENTATION	Do. (initiate/complete work)	
7.	EVALUATION	Check/Change/Continue. (compare achievements to assessment measures)	

## APPENDIX D

# Strategic Planning Process (Generic Example)

(Organizational Strategy Committee Meeting of 9/4/01)

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(for additional definition of terms, see page 4)

### Desired Outcome / Goal:

Sell my house

### Action Strategy/Task:

Improve my lawn so I can sell my house.

### Output:

A healthy lawn

### Output Requirements:

*(agreement between customer and supplier – specifications; not activities)*

1. Green / No brown spots
2. Lawn depth of 3 inches
3. No weeds
4. Attractive near entry

### Means:

*(The means identifies the activities and methods that might be used to meet the requirements. The method or means for implementing the output requirements is the responsibility and privilege of the committee and persons executing the task)*

1. Mow
2. Fertilize
3. Water

## **APPENDIX E**

# **Guidelines for Drafting Outcomes**

(Organizational Strategy Committee Meeting of 1/30/01)

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### **Criteria for Outcomes**

1. Do the outcomes reflect a logical progression? Are they connected?
2. Do the outcomes represent a significant positive change for stakeholders?
3. Are the outcomes stakeholder-focused?
4. Are the outcomes relevant to the mission?
5. Can the outcomes be influenced in a significant way?
6. Does the outcome communicate benefits?

### **Levels of Outcomes (Progression)**

1. Initial:  
First benefits;  
Changes in knowledge, attitudes or skills
2. Intermediate:  
Link to longer-term outcomes  
Usually behavioral changes
3. Longer-Term:  
Ultimate outcomes  
Usually changes in condition or status

## **APPENDIX F**

# **Catalysts for Community Change (5 C's)**

(Organizational Strategy Committee Meeting of 1/30/01)

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1. Civic Engagement  
(public involvement)
  2. Comprehensiveness  
(multiple strategies reflecting complexity and interrelationship)
  3. Collaboration  
(broad involvement – not isolated initiatives)
  4. Connections  
(relationships for resources and reinforcement)
  5. Capacity  
(ability to implement, lead and sustain)
-



## APPENDIX G

# SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

## Summary of Environmental Assessment and Related Goals Categorized by Response to Environmental Assessment

(Based on interviews and surveys of County Commissioners, County Administrator, Regional Planning Commissioners and other Stakeholders)

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**Source: Hamilton County Regional Planning Commission Strategic Plan, 1999**

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### Internal Strengths

- Current planning -- administration of subdivision, platting, addressing, zoning, and site plan review
- Very competent staff -- excellent credentials; politically astute; technically expert; technologically advanced.
- Professional organization with objective independent thinking
- Dedicated commissioners
- Culture of continuous improvement; not complacent

#### 1.0

#### **Goals (to build on strengths)**

- 1.1 *Push the envelope of planning enabling legislation and traditional county planning programs in Ohio. Initiate long range comprehensive plan. Provide three-dimensional planning for optimum urban/suburban design. Increase focus on problem solving and community building rather than regulating.*
- 1.2 *Help BCC determine what's important, County vision, and assist in effective use of planning tools. Identify predictable/avoidable growth events and consequences to enable effective planning*
- 1.3 *Identify action frameworks for stakeholders to enable an implementation thrust*
- 1.4 *Identify benchmarks or indicators of real importance in Hamilton County*
- 1.5 *Develop alliances and innovative coalitions with stakeholders. Obtain long-term commitment from stakeholders.*
- 1.6 *Provide professional planning support to local governments; provide effective planning and implementation processes. Facilitate dialogue and consensus building between townships and municipalities*
- 1.7 *Increase staff capacity to expand its scope to regional issues*
- 1.8 *Improve county-wide coordination through centralized planning services.*
- 1.9 *Increase availability of quality services at bargain prices*

### Internal Weaknesses

- Advance planning; commission and staff lacks focus on long range planning and issues that are regional or county-wide
- RPC actions are not always aligned with township goals
- RPC actions are not always aligned with BCC goals
- Staff lacks practical development experience

- Commission periodically lacks political sensitivity; appears thin-skinned

## **2.0**

### ***Goals (to overcome weaknesses)***

- 2.1 Improve communication with townships and municipalities to formulate a county-wide perspective*
- 2.2 Identify process and plan for achieving optimal sustainable development and redevelopment-- i.e., highest and best use of property for all stakeholders -- not just implementable development; assist in growing the tax base and improving quality of life.*
- 2.3 Expand diversity of staff expertise.*

## **External Opportunities**

- Positioned to provide county-wide information system related to benchmarks
- Positioned to present regional perspective, to promote regionalism
- Positioned to be consensus builder in multi-jurisdictional debates
- Positioned to be relevant source of good decision making data

## **3.0**

### ***Goals (to exploit opportunities)***

- 3.1 initiate partnerships with other planning commissions and agencies to build consensus on long range goals and priorities for the county and individual communities in the context of the region. Identify an inclusive RPC structure to enable 49 planning commissions to talk to each other and enable visions to be broadened. Create meaningful forums for dialogue with agencies from all three sectors – government, business and civic.*
- 3.2 initiate a continuous, collaborative and comprehensive county-wide plan and process to provide a backbone of direction (e.g., a vision and related benchmarks) for stakeholders in Hamilton County; to enable local jurisdictions to know the framework in which they can fit. Identify framework for effective comprehensive plan in current urban county environment.*
- 3.3 Initiate partnerships with local communities and adjacent counties to enable annual demographic analysis and identification of trends and projections for local areas as well as the County in the context of the region*
- 3.4 Initiate forums to promote greater understanding of planning and use of planning tools by local and county government. Provide planning commissioner certification program.*
- 3.5 Initiate subcommittees to increase relevance and achieve progress on the organization's strategic plan and County goals*
- 3.6 Provide essential data and information that supports local communities in their pursuit of self-determination*
- 3.7 Enlist local support for improved county-wide planning program*

## **External Threats**

- RPC's community planning function is vague and not understood and therefore not perceived as being important.
- Being surrounded by short-term land use issues limits RPC's ability to think in terms of long range planning.
- Potential for actions to be inconsistent with BCC policies
- Narrow influence -- i.e., focus on subdivision and zoning -- resulting in anonymity
- Hamilton County environment of parochialism

- Forces that lead government agencies to become another confusing layer in the bureaucracy

#### **4.0**

##### ***Goals ( to block threats)***

- 4.1 Increase opportunities for local government to be aware of RPC vision, mission and services.*
- 4.2 Increase awareness of importance of sustainability and regionalism*
- 4.3 Increase focus on economic development. Identify how Hamilton County can improve its economic competitiveness relative to its neighboring counties and how our region can improve its economic competitiveness relative to the regions we compete with nationally. Identify how Hamilton County can complement neighboring and competing counties*
- 4.4 Increase opportunities for local government planners to participate in RPC governance -- identification of problems and opportunities as well as needed and preferred services (initiate active subcommittee structure; engage participants in the decision making process)*
- 4.5 Increase opportunities for local governments to collaborate on cross-jurisdictional goals. Increase understanding of mutual benefits and opportunities enabled by multi-jurisdictional collaboration.*
- 4.6 Initiate semi-annual dialogue with BCC to discuss the emerging role of the RPC*
- 4.7 Enable centralization of addressing for Hamilton County communities to decrease local costs, improve quality of CAGIS data base and improve public safety*
- 4.8 Become a solutions oriented department; promote development and assist in getting it done.*

## **APPENDIX H**

# **Vision, Mission & Goals (HCRPC)**

(Excerpt From Hamilton County Regional Planning Commission Strategic Plan, 1999)

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## **VISION**

To assist Hamilton County and its communities, agencies and citizens in planning and achieving sustainable development and related community and regional goals.

## **MISSION**

- To build planning partnerships for creating and implementing community plans in the context of the region.
- To provide data management and analysis for effective planning and decision-making in Hamilton County governments.
- To promote an equitable balance of local, county and regional perspectives and interests in community planning forums.

## **GOALS**

1. **Partnerships and Meaningful Forums.**  
Develop alliances and innovative coalitions with stakeholders for creating and implementing community plans and meaningful forums for dialogue and increased awareness of planning issues.
2. **Benchmarks and Essential Data.**  
Provide pertinent analysis of data and related benchmarks of real importance to support self determination of local communities as well as the county in the context of an agreed upon regional vision.
3. **Countywide Plan and Regionalism**  
Create a long-range countywide plan that can achieve optimal sustainable development and redevelopment through a continuous, collaborative and comprehensive process and identifies Hamilton County's growth opportunities in the context of the region.
4. **Solutions Orientation and Capacity Building**  
Become a solutions-oriented department with appropriate diversity and capacity to enable increased focus on long-range regional planning, community building and problem solving.

## APPENDIX I

# Resolution of Cooperation (Section VIII Excerpt)

Reestablishing And Modifying The Hamilton County Regional Planning Commission And Establishing The Planning Partnership

Approved by Hamilton County Regional Planning Commission on 5/4/00

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### VIII. THE PLANNING PARTNERSHIP

Establishment. By virtue of the adoption of this Resolution of Cooperation by the Board of County Commissioners of Hamilton County, the Planning Commission of municipalities and the Boards of Trustees of Townships within Hamilton County, there is hereby established a collaborative planning and coordinating committee to be known as The Planning Partnership, and designated as a committee of the regional planning commission under the laws of the State of Ohio, particularly Revised Code 713.21 et. seq for the carrying out of long range planning duties, through non-binding advisory recommendations to the Regional Planning Commission, as specified in this Agreement.

Mission. Recognizing that the continuing economic success of Hamilton County requires appropriate and efficient use of the county's land, its infrastructure, and its transportation system, the Planning Partnership exists to encourage such utilization. The mission of the Planning Partnership is to be a facilitator, helping bring together public sector, private sector and civic sector organizations to assist them in achieving mutual goals related to the development and management of the county's land, economy, environment, transportation system, infrastructure and related issues.

Purpose. The specific purpose of the Planning Partnership shall be to make advisory, non-binding recommendations to the Regional Planning Commission regarding each of the following:

- a. To encourage the resolution of issues related to growth management, land use, open space, transportation, housing service, utility, jurisdictional and impact mitigation.
- b. To facilitate the creation and implementation of local and countywide plans through an effective and continuous collaborative planning relationship with townships and municipalities as well as other planning partners in the public, private and civic sectors.
- c. To assist Hamilton County communities in identifying a collective vision and in planning, aligning, achieving and sustaining local goals in the context of the region.
- d. To increase awareness of, and promote networking and continuous collaboration on, countywide issues.
- e. To identify the need for, and collaborate on, products and services and to provide data and indicators of real importance to local communities – information that enables more effective local planning and supports self-determination of local communities within a regional framework.
- f. To initiate an effective collaborative process for preparing joint, long-range, countywide, comprehensive plans for urban and suburban areas.
- g. To establish a countywide land planning process and policy framework as a basis for multi-jurisdictional decisions and actions.

- h. To assist in achieving appropriate and efficient use of the County's land, its infrastructure, and its transportation system.
- i. To develop, monitor, and maintain comprehensive plans for Hamilton County.
- j. To initiate programs which provide residents, business and governments with relevant information about the changing relationship between land, transportation systems, and the supporting infrastructure in Hamilton County.
- k. To determine the need for specific legislation related to land use and to initiate activities to recommend and to encourage passage of such legislation by the appropriate bodies.
- l. To promote land use information sharing and coordination among the various governmental units of Hamilton County and the maintenance of comprehensive planning data.
- m. To assist in the communication of Hamilton County land use issues to the Ohio-Kentucky-Indiana Regional Council of Governments and other regional and state bodies.

Applicability of Rules and Regulations. The Planning Partnership, a committee of the Regional Planning Commission, shall exercise such powers and perform such duties as shall be consistent with the laws of Ohio as they exist at the date of creation of this Planning Partnership pertaining to committees of Regional Planning Commissions.

Bylaws. The Bylaws of the Planning Partnership shall contain such provisions as this Agreement may require and any other provisions which the committee members may deem necessary for the proper conduct of the affairs of the Planning Partnership. [Bylaws will include rules and procedures related to meetings, notices, voting, quorum, officers, vacancies, participation, subcommittees, conflict of interest, Sunshine Law, etc.]

Membership Of The Planning Partnership. The regular membership of the Planning Partnership shall be composed of representatives appointed by the governing bodies of political jurisdictions in Hamilton County as follows:

- A. One member – all jurisdictions with less than 20,000 population, except that any such jurisdiction paying fees at the fourth or fifth quintile shown on Attachment A may, at its option, either appoint two representatives or pay fees of one-half the rate established for it on Attachment A.
- B. Two members – jurisdictions with 20,001 to 40,000 population
- C. Three members – jurisdictions with 40,001 to 60,000 population
- D. Four members – jurisdictions with 60,001 to 80,000 population
- E. Five members – jurisdictions with over 80,000 population

It is recommended that representatives be selected that can provide an effective liaison with the jurisdiction's planning commission or planning committee, such as the chairperson of the planning commission or the planning director.

Alternates. One alternate member may be designated by the governing body of each political jurisdiction for each voting member. Alternates, in the absence of the regular member, shall be entitled to all of the privileges of regular membership except holding office.

Associate Members. Other individuals from public, private or civic sector organizations may, from time to time, be designated as associates by a majority vote of the members of the Planning Partnership present and voting at a

regular meeting. An associate shall have none of the obligations of Planning Partnership membership except payment of associate dues, if any, shall be entitled to participate on committees and panels and shall be entitled to all other privileges of membership except those of holding office in the Planning Partnership or making motions and voting at regular meetings of the Planning Partnership.

Compatibility of Office. Any member of the Planning Partnership may hold any other elected or appointed public office.

## **APPENDIX J**

# **Committees of the Planning Partnership**

(Article IV of the Bylaws)

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## **ARTICLE IV. COMMITTEES OF THE PLANNING PARTNERSHIP**

Section 1. The purposes of the committees shall be to gather information, provide forums for the exchange of information and ideas, to carry out directives, and to make recommendations to the Executive Committee and the Planning Partnership related to achieving the mission and goals of the Planning Partnership.

Section 2. The following committees shall be the initial committees of the Planning Partnership:

- (a) Executive Committee:
  - (i) The function of the Executive Committee shall be to
    1. Review and dispose of routine administrative matters not warranting full membership attention.
    2. Assist the officers in developing and initiating activities to achieve the mission and goals of the Planning Partnership.
    3. Assist the officers in coordinating committee activities.
    4. Perform any other functions delegated to it by the Planning Partnership.
  - (ii) The members of the Executive Committee shall be the Chairperson, the Chairperson-Elect, the Vice-Chairperson and all of the chairpersons of the various committees of the Planning Partnership.
- (b) Nominating Committee:
  - (i) The function of the Nominating Committee shall be to study the leadership requirements and needs of the organization and select nominees who have the experience and qualities that meet the needs of the Planning Partnership.
  - (ii) The members of the Nominating Committee shall be appointed by the Executive Committee.
- (c) Membership Committee:
  - (i) The function of the Membership Committee shall be to develop and implement strategies for expanding and retaining membership to include all jurisdictions in Hamilton County and to include other public, private and civic sector organizations engaged in planning in or adjacent to Hamilton County.



- (ii) The members of the Membership Committee shall be appointed by the Executive Committee.
- (d) Organizational Strategy Committee:
  - (i) The function of the Organizational Strategy Committee shall be to develop the strategic plan for achieving the mission and goals of the Planning Partnership.
  - (ii) The members of the Organizational Strategy Committee shall be appointed by the Executive Committee
- (e) Governance/By-Laws Committee:
  - (i) The function of the Governance/By-Laws Committee shall be to draft rules and procedures necessary for the proper conduct of the affairs of the Planning Partnership.
  - (ii) The members of the Governance/By-Laws Committee shall be appointed by the Executive Committee.
- (f) Program Committee:
  - (i) The function of the Program Committee shall be to develop programs to meet the needs of Jurisdiction Members and coordinate regular and special meetings of the Planning Partnership.
  - (ii) The members of the Program Committee shall be appointed by the Executive Committee.

**Section 3.** “Other Committees”: The Executive Committee may create such other committees as it shall deem appropriate, necessary, or convenient and may delegate to such committees any of its powers except the power to fill vacancies or alter the By-Laws. Such committees shall be subject to the control and direction of the committee chairperson and the act of the majority of the members of the committee present at a meeting at which a quorum is present shall be the act of the committee.

## **APPENDIX K**

# **Hopes (HCRPC Reorganization Committee)**

Summary of Discussion at the Reorganization Workshop on 1/25/00

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The following comments from the Reorganization Committee are in responses to the question: “what do you hope for most from the proposed Planning Partnership?”

1. That we can build enough trust between city, township and county governments to enable a Planning Partnership to happen.
2. That each jurisdiction begins to recognize that in forming a Planning Partnership we each may have to give up a little to gain a lot.
3. That the Planning Partnership can achieve some visible short-term successes to enable building of trust among the many potential partners.
4. That the Planning Partnership will enable our 49 political jurisdictions to become more unified by expanding their discussion of planning issues in a common forum.
5. That local communities will broaden their perspectives through participation in the Planning Partnership and begin to place more emphasis on the need to plan regionally as well as locally.
6. That local jurisdictions that are thinking regionally, and those that begin to think regionally, will begin to work together through the Planning Partnership.
7. That planning now through the Planning Partnership can actually reverse the trends that are already well established. That local jurisdictions will recognize the benefits from economies of scale and strength in numbers that can be provided by participating in the Planning Partnership.
8. That communities will participate in the Planning Partnership and take advantage of this opportunity to improve their position within the region or at least learn more about what their constraints and opportunities are in the region.
9. That this partnership results in an expansion of RPC’s current initiatives related to producing high quality reports of value to local governments.
10. That the Planning Partnership will result in creation of regional forums on specific topics of common interest to local jurisdictions.
11. That each community will be recognized as being a part of the whole. That each community will recognize its role in resolving county-wide or regional problems and achieving county-wide or regional opportunities. That Cincinnati will be accepted as an equal participant in the Planning Partnership—not as the big dog.
12. That in discussing and growing the Planning Partnership, we will begin talking more about issues and problems which will enable us to stop focusing our conversation on concerns about autonomy.

## APPENDIX L

# Hopes (Planning Partnership)

Categorized By Topic

(Comments from Small Group Discussions at the Planning Partnership Meeting on 9/27/00)

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The following comments are in response to the following question:

**What do you *hope for most* from the Planning Partnership?**

(Note: The list below includes all comments from all participants. The comments from individuals may not reflect the opinion of all participants or all members of the Planning Partnership)

### COMMUNICATION

1. That the Planning Partnership will encourage communities that prefer to operate in isolation to begin to participate in open dialogue
2. That the Planning Partnership will result in a sharing of the wealth/knowledge – and learning from other jurisdictions
3. That the Planning Partnership, through increased involvement in and awareness of planning, will change perceptions about planning—change the perception that planning just results in maximum growth
4. That, through the Planning Partnership, we can establish a more effective network with our neighbors
5. That the Planning Partnership will create an effective platform for Communication
6. That, through, the Planning Partnership, we can facilitate greater input with other jurisdictions
7. That the Planning Partnership will result in a forum to address regional issues – sewer, light rail
8. That the Planning Partnership will result in a forum for both elected officials and staff to interact – need both views at the same table
9. That, through the Planning Partnership, we can build enough trust between city, township and county governments to enable the goals of this Partnership to happen.
10. That the Planning Partnership will enable our 49 political jurisdictions to become more unified by expanding their discussion of planning issues in a common forum.
11. That the Planning Partnership will result in creation of regional forums on specific topics of common interest to local jurisdictions.
12. That in discussing and growing the Planning Partnership, we will begin talking more about issues and problems which will enable us to stop focusing our conversation on concerns about autonomy.
13. That the Planning Partnership will facilitate goal networking
14. That the Planning Partnership will result in an expansion of RPC's current initiatives related to producing high quality reports of value to local governments.

### COOPERATION

1. That, through the Planning Partnership, we can establish mutual cooperation at our borders and shared corridors
2. That, through the Planning Partnership, local jurisdictions can strengthen ties/cooperation with development and planning agencies
3. That, through the Planning Partnership, we can transcend competition to cooperation
4. That, through the Planning Partnership, we can increase shared opportunities and benefit from working together
5. That, through the Planning Partnership, we can build trust among the jurisdictions and levels of government

6. That the Planning Partnership will include all 49 Jurisdictions
7. That the Planning Partnership will provide a formal way to work together
8. That local jurisdictions that are thinking regionally, and those that begin to think regionally, will begin to work together through the Planning Partnership.
9. That planning now through the Planning Partnership can actually reverse the trends that are already well established. That local jurisdictions will recognize the benefits from economies of scale and strength in numbers that can be provided by participating in the Planning Partnership. Solve the big problems that can only be solved together
10. That the Planning Partnership will help address the population migration issue – people leaving Hamilton County
11. That the Planning Partnership will help address tension between townships and municipalities – annexation issues
12. That the Planning Partnership can achieve some visible short-term successes to enable building of trust among the many potential partners.

## **COORDINATION**

1. That, through the Planning Partnership, local jurisdictions will have more coordination with development review and infrastructure agencies (e.g., planning for storm water, sewers, roads)
2. That, through the Planning Partnership, we can improve the enforcement of agency rules and regulations
3. That, through the Planning Partnership, we can coordinate land use issues at our borders
4. That, through the Planning Partnership, we can stop duplication of services
5. That, through the Planning Partnership, we can improve inter-agency coordination
6. That, through the Planning Partnership, stop duplicating planning efforts

## **COMPREHENSIVE COMMUNITY VISION**

1. That the initiatives of the Planning Partnership will help in making educated decisions in all jurisdictions
2. That the Planning Partnership can help to identify a sense of belonging in our County (and interest in county-wide issues)
3. That the Planning Partnership will help us to be more proactive to regional needs
4. That the Planning Partnership will help us to think about regional rather than local issues
5. That this Planning Partnership process will be passed on to the greater region
6. That the Planning Partnership will result in a shared vision for the broader area
7. That the Planning Partnership will help the City of Cincinnati—and that it will help others to see how Cincinnati can help the region. (e.g., there is something to learn from the efficiency of Cincinnati's neighborhoods and the city's traditional design (mixed use))
8. That the Planning Partnership will provide opportunities to address concerns about environmental infrastructure rather than just economic development infrastructure. A revitalized downtown equals less development of natural resources.
9. That each jurisdiction will begin to recognize that in forming a Planning Partnership we each may have to give up a little to gain a lot.
10. That local communities will broaden their perspectives through participation in the Planning Partnership and begin to place more emphasis on the need to plan regionally as well as locally.
11. That communities will participate in the Planning Partnership and take advantage of this opportunity to improve their position within the region or at least learn more about what their constraints and opportunities are in the region.

**ORGANIZATIONAL STRATEGY**

12. That the Planning Partnership will result in each community being recognized as being a part of the whole. That each community will recognize its role in resolving county-wide or regional problems and achieving county-wide or regional opportunities. That Cincinnati will be accepted as an equal rather than a dominant participant in the Planning Partnership
13. That the Planning Partnership will help identify the importance of the city as the economic heart of the county/region

## **APPENDIX M**

# **Concerns and Questions (Planning Partnership)**

Categorized By Topic

(Comments from Small Group Discussions at the Planning Partnership Meeting on 9/27/00)

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The following comments are in response to the following question:

**What *concerns or questions* do you have about the Planning Partnership?**

(Note: The list below includes all comments from all participants. The comments from individuals may not reflect the opinion of all participants or all members of the Planning Partnership)

### **REPRESENTATION**

1. Missing partners --How do we achieve involvement of all 49 communities?
2. City managers influence on councils must be recognized in efforts to increase membership.
3. Equal say—The Planning Partnership needs to provide balance in its representation
4. The Planning Partnership needs to avoid under participation by major development agencies— MSD, OKI, CWW etc.
5. Will all jurisdictions feel like their voices are being heard?
6. What if communities don't participate – what does it mean for them?
7. How will the Planning Partnership manage the large number of representatives i.e. 70-80 participants?

### **IMPLEMENTATION**

1. The Planning Partnership needs to respect local authority—relationship with local governments.
2. If the Planning Partnership has no authority, will anything happen--how can we achieve goals?
3. Does the Planning Partnership need changes in state law to be successful? In other places that have been successful in cooperation, some form of state law has been passed – growth boundaries, revenue sharing, etc.
4. How will the Partnership be funded?

### **PUBLIC PERCEPTION**

1. Public Perception--How do we build a positive image for the Planning Partnership?
2. We need to make sure that the Partnership has credibility and not perceived as just one more layer of planning
3. We need to define goals to improve understanding and perception of the Planning Partnership
4. We must make sure that this is not a City of Cincinnati process. Need to assure membership that this is not the only reason for Planning Partnership
5. We need to minimize and mitigate any losses associated with the decisions of the Planning Partnership
6. We need to not shy away from the tough issues just to avoid conflict. The Planning Partnership must move quickly to action
7. We need to identify shared resources – The Planning Partnership must help to avoid duplication
8. Is the Planning Partnership creating a new piece of the puzzle. Will it overlap with other organizations?

### **HOME RULE – PROTECTION OF LOCAL AUTHORITY**

1. The Planning Partnership must not result in loss of local control
2. The Planning Partnership must not be about uni-government
3. The Planning Partnership must define its role in the annexation Issue
4. The Planning Partnership must identify what cities have to gain? How partnerships can help?
5. The Planning Partnership must not result in loss of individual autonomy due to a regional land use plan
6. The Planning Partnership must recognize that the annexation issue creates a problem in bringing the townships and municipalities together. Need to evolve a uniformity of understanding.

#### **LOCAL FOCUS VERSUS BROADER VISION**

1. The Planning Partnership needs to identify “What’s in it for me”? Local leaders often focus on the needs of their own community and do not consider how they are connected to the larger community.
2. The Planning Partnership cannot be just one issue
3. The Planning Partnership must resolve the current lack of networking
4. The Planning Partnership must insist on broader vision
5. The Planning Partnership must achieve cooperation of City of Cincinnati rather than domination
6. The Planning Partnership must be aware of other related efforts
7. The Planning Partnership must recognize the importance of individual property rights versus an idealistic plan
8. The Planning Partnership needs to be prepared for State legislation that may mandate comprehensive planning prior to infrastructure funding?
9. The Planning Partnership needs to evaluate the possibility of tax base revenue sharing
10. The Planning Partnership will have difficulty identifying and achieving the greater good of region with so many local leaders only focusing on local interest.

## **APPENDIX N**

# **Community Issues (Planning Partnership)**

Categorized By Topic

(Comments from Small Group Discussions at the Planning Partnership Meeting on 10/25/00)

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The following comments are in response to the following question:

**Where's the pain? What's the biggest problem in your community? What issue is too big for your community to tackle alone?**

(Note: The list below includes all comments from all participants. The comments from individuals may not reflect the opinion of all participants or all members of the Planning Partnership)

### **Lack of Collective Vision and Effective Communication**

1. the front door of some communities is the backdoor of others
2. polarization of community related to growth
3. finding the happy medium between growth/no growth
4. avoiding competition for resources
5. lot split policies – panhandle development is increasing density in established communities – negative effect on community character, traffic, schools and other impacts
6. community change - resistance from residences to change. How to balance community values vs. individual rights? - everybody concerned about change
7. parochial - no sense of belonging to county - especially in face of growing mobility
8. Sewers and MSD. moratorium - perception is that plant capacity is the limiting factor in Montgomery, Indian Hill, and Madeira. Large gap between QUEST plan and reality. When sewer does come, it changes things – allows for significantly higher density - does MSD understand the regional impact of their decisions?
9. communication – horizontal and vertical need more
10. communication – need between jurisdictions
11. communication – need to be more proactive in governments and involve the business community
12. overbuilt retail market
13. terminology for development and growth – i.e. cluster vs. multifamily
14. credibility gap between reality and what people are told

### **Aging Communities**

15. lack of growth
16. lack of individual and commercial growth and residential growth
17. lack of recycling of uses – housing upgrades
18. overbuilding – too many vacancies
19. aging buildings
20. what to do with landfills – can't renew growth/community
21. expand tax base (different if land blocked)
22. changing demographics – balance as aging occurs
23. inability to retain appropriate businesses and/or attract new
24. disinvestments – loss of income
25. concentration of poverty (negative environment, crime, service drain)



- 26. quality of school system
- 27. need to rehab older areas
- 28. overbuilt retail market
- 29. reliance on resident tax base at older subs
- 30. lack of real estate to develop
- 31. need to convert brownfield sites
- 32. trying to find new uses for business districts
- 33. maintaining economic vitality of Neighborhood Business Districts and city centers in older suburbs
- 34. deteriorating housing in older suburbs
- 35. lack of appropriate housing

#### **Inadequate Public Facilities—Impacts of Growth**

- 36. growth – too fast; traffic
- 37. infrastructure to support growth, sub sprawl and exodus of business
- 38. concern over water resources
- 39. too much population infill, school crowding – Montgomery
- 40. local zoning controls
- 41. lenient subdivision controls
- 42. stormwater system incapacitated
- 43. lack of coordination of access management
- 44. issues cross county lines (e.g., Sharonville)
- 45. Sewers and MSD. moratorium - perception is that plant capacity is the limiting factor in Montgomery, Indian Hill, and Madeira. Large gap between QUEST plan and reality. When sewer does come, it changes things – allows for significantly higher density - does MSD understand the regional impact of their decisions?

#### **Transportation Impacts of Growth**

- 46. lack of transportation alternatives
- 47. lack of funds to support
- 48. right-of-way management
- 49. increase of cut-through traffic
- 50. traffic on Montgomery Road as alternative to 71
- 51. traffic from Kenwood Town Center on Galbraith

#### **Environmental Impacts of Growth**

- 52. preserving greenspace
- 53. hillside erosion
- 54. quality of life – greenspace – lack of urgency
- 55. stormwater from neighboring communities
- 56. loss of green space
- 57. impact of airport

#### **Fiscal Impacts of Growth**

- 58. money – maintain economic viability, enhance funds from taxpayers, etc.
- 59. high dollar taxpayers moving to Warren County
- 60. annexation
- 61. overbuilt retail market

- 62. too many malls on outside – takes jobs and tax base

**Quality of Life**

- 63. managing aesthetic aspects of growth (cell towers)
- 64. quality of life (i.e. bike trail) funding
- 65. suburban lack of quality of life – no sidewalks
- 66. expansion of Lunken Airport
- 67. Land use conflict with Northern Kentucky Airport; residential vs. noise vapors – environmental questions (Delhi and Green Townships)
- 68. stronger local control

**Core City**

- 69. frustration regarding effects from Cincinnati actions
- 70. need for leadership from central city
- 71. feeling that Cincinnati not on upward path – and no way to influence that
- 72. Cincinnati needs help to get out of the “soup”
- 73. overbuilt retail market
- 74. need to strengthen core city
- 75. not enough market housing in center city
- 76. trying to find new uses for business districts
- 77. lack of appropriate housing

